

PLAINTIFF'S EXHIBIT

BIR-431

MEMORANDUM

R.D.Adams - BBR
C.A.Homan - BBQ
R.H.Dickinson - FJ

Reply to _____ Date 3/5/71 From P.C.Johnson To E.A.Madden - MJ
Subject ASPHALT SATURATED ASBESTOS FELT

I have just received a memorandum from Lee Russell describing the serious complaint in Charlotte, North Carolina and another in Connecticut involving Asphalt Saturated Asbestos Felt. Furthermore, I understand that other complaints have been registered in other areas of the country based on:

1. Uneven saturation along the edge of the sheet causing sticking in the roll and tearing when the roofer tries to unroll the material.
2. Nonexistent perforations. Perforations apparently are closing up because of improper perforation at the time of manufacture.

I would like to have immediate action taken by our Manufacturing and Quality Control people to overcome these faults. Asbestos Felt is entirely too expensive to run the risk of high cost complaints. The popularity of the product is growing rapidly and we cannot afford to make a marginal or unusable product. The volume that we expect to do in 1971 could easily exceed \$1,000,000., but we won't do it if we don't do the job right.

As far as I know our production seemingly was acceptable out of Perth Amboy up until recently. I am at a loss to understand why we should be getting sticking in the roll because of beading of asphalt at the edges or surface saturation. Too, I do not understand why we cannot perforate the material properly. Very possibly we are not bringing the pin roll down hard enough onto the felt. Possibly the pins are worn excessively.

Whatever the reason, we must make sure that the material is properly perforated with no variation.

I realize that we are not as experienced and skillful in making this product as are some of our competitors. If we think that we lack the knowledge then I would suggest that we ask our competitors for suggestions. Since we buy important quantities of Dry Asbestos Felt from GAF they may be willing to give us some tips on proper production techniques.

The important point is that whatever it takes we need to rectify our faults immediately, and I think the first step is to make absolutely sure that our machine tenders and foremen are given the proper guides and instruction for making a good product, and then be held responsible for it. I want to see a complete elimination of all complaints of these types on Asbestos Felt. I would like to have Perth Amboy check their inventories to see just how extensive these potential complaints are in their present stocks. I also want to know what is being done in the way of corrective measures so that there shall be no recurrence in the future.

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